

Vision: Public Safety Through Rehabilitation and Operational Excellence

Mission: Providing safer communities by implementing court imposed sentences and removing those who victimize our citizens to appropriately secured environments. Facilitating structured programming designed to develop inmates' personal responsibility for their successful re-integration to the community through rehabilitative opportunities for change. Upon return of these citizens to our communities, we provide effective supervision designed to result in improved re-entry outcomes which reduce recidivism.

Agency Description: The Arizona Department of Corrections, Rehabilitation and Reentry (ADCRR) carries out its mission by incarcerating inmates safely in correctional facilities, providing rehabilitation opportunities and programs designed for successful community re-entry. During incarceration, community standard healthcare services are provided to inmates. Opportunities for vocational skill development, educational opportunities from literacy to undergraduate degrees and substance abuse treatment increase the likelihood of successful and sustained re-entry upon release. ADCRR supervises offenders released to community supervision using a continuum of services and evidence-based programs. ADCRR returns to custody offenders who choose not to engage in their own rehabilitation and continue to present a threat to public safety. We embrace challenges and successes as opportunities to continuously improve our operations resulting in an exceptional return on investment for the citizens of Arizona which serves as a national model for corrections.

Executive Summary: Strategies align to achieve Public Safety through Rehabilitation and Operational Excellence: **Sustain a Well-Run Organization/Achieve Operational Excellence:** Maintain safety, security and accountability with sound population management and critical infrastructure improvement. **Staff Engagement** – Historical vacancies and turnover requires Initiatives to increase employee retention by utilizing available compensation strategies, expanding communication and leadership training and ensuring a safe work environment. **Improving Inmate Quality of Life** – Supporting and increasing opportunities of inmate programming, visitation, education and job training through deployment of new technology and upgrading critical infrastructure. **Effective External Stakeholders/Healthcare, Mental Health Contractors** – Sustain excellent inmate health care provision, using data to manage performance and establishing specialized training for contractors. **Effective Recidivism Reducing Programs** – Improve overall system outcomes, reduce the historical reliance on posting Sergeants and COs which adversely impacts provision of programs. Initiatives include increasing the treatment and program capacity to meet the needs of the inmate population and improving communication in the transition from inmate to offender. **Improve Public Confidence** – Improving engagement with external stakeholders by enhancing customer service. Further develop community partnerships by increasing public awareness and confidence.

Summary of Multi-Year Strategic Priorities

#	Five Year Strategic Priority	Start Fiscal Year	Progress / Successes (FY 2021)
1	Sustain a Well Run Organization/ Achieve Operational Excellence	2021	<ul style="list-style-type: none"> ASPC-Lewis/ASPC-Yuma lock project on track, Overall completions 51.34%. Detention Bed Utilization rate decreased by 12%. ASPC-Florence deactivation ongoing, and preparation completed. Tripled inmate intake capacity to accommodate stakeholder needs.
2	Staff Engagement - Improve Recruitment, Retention, Job Satisfaction	2021	<ul style="list-style-type: none"> Maintain COTA training to backfill vacant positions. Implemented Warden's Onboarding Training. Transitioning from virtual recruitment events to in-person post-COVID.
3	Improve Inmate Quality of Life	2021	<ul style="list-style-type: none"> Inmate tablets deployed to all ADCRR facilities. Increased cognitive restructuring program capacity by 193%. Established Inmate Ombudsman and Retaliation Hotline. Reopening of inmate visitation and external work crews. Initiated pilot program for individual assessment of inmate rehabilitative need (convergent case management strategy).
4	Effective External Stakeholders/ Healthcare, Mental Health Contractors	2021	<ul style="list-style-type: none"> ADCRR COVID-19 mitigation efforts to include multiple mass testing, resulted in a current recovery rate of 99.26% as of 06/30/2021. As of July 2, 2021, 74.75% of the inmate population has been fully vaccinated through collaborations with the Az National Guard. Developed and successfully implemented new standards to improve quality of care with 96% of Mental Health measures in compliance.
5	Effective Recidivism Reducing Programs	2021	<ul style="list-style-type: none"> Arizona Healthy Forest Initiative expanded partnership with DFFM to reduce wildland fire risk in Az, while creating new employment skills opportunities for inmates. First Therapeutic Community program within ADCRR was initiated at ASPC-Tucson. The Medication Assisted Treatment program started June 2021.
6	Improve Public Confidence	2021	<ul style="list-style-type: none"> Expanded Constituent Services and Public Affairs. Collected and analyzed constituent inquiries and concerns which provided actionable and timely resolutions for Constituents.

Department of Corrections, Rehabilitation and Reentry

Fiscal Year 2022 Strategic Plan 2-pager

Current Annual Focus

SP#	FY22 Annual Objectives	Objective Metrics	Annual Initiatives
1	<ul style="list-style-type: none"> Improve Staff and Institutional workplace safety Enhance frontline internal communication capability 	<ul style="list-style-type: none"> Number of inmate assaults on staff per month Number of Inmate Assault on Staff Resulting In Injury Inmate contraband volume Milestones met with increased communication action plan (Staff Tablets) 	<ul style="list-style-type: none"> Assemble work group to address Root Cause of inmate assaults on staff. Develop and implement plan to increase the officers level of awareness through communicating lessons learned, and prevent re-occurrences. Increase officer safety equipment (Vest and Radios). Acquire additional physical security features and electronic security technology that will reduce contraband entering ADCRR facilities through funding strategies. Identify and provide technology for real time communication and job activities for frontline staff.
	<ul style="list-style-type: none"> Improvement of Arizona Correctional Information System (ACIS) software solution 	<ul style="list-style-type: none"> Service Desk Ticket Volume (ACIS Specific) # of ACIS Outages 	<ul style="list-style-type: none"> Analyze impact of the ACIS system improvements through the measurement of service desk ticket volume and outage frequency for users.
	Population Management: <ul style="list-style-type: none"> Closure of ASPC-Florence Sustained reduction in Detention Bed Utilization Modernize Inmate Classification and custody level 	<ul style="list-style-type: none"> Percentage of ASPC- Florence Deactivation completed % of Utilization of Detention Beds Number of 805 Requests % of completion of modernization of classification and custody level project 	<ul style="list-style-type: none"> Establish and complete milestones of Florence closure based on appropriated funding. Establish building plans and engineering for ACI building construction (metal shop, warehouse, and transportation center). Evaluate key strategies in addressing systemic issues that contribute to D.O. 805 requests. Establish non-secure housing location options for those inmates reclassified through the revised classification system. Establish staffing patterns for non-secure housing that safely manages inmate populations with lower staff to inmate ratios.
	<ul style="list-style-type: none"> Improve Institutional Infrastructure (locks, capital resources, improvements) 	<ul style="list-style-type: none"> % of FY22 Life, Safety and Security building renewal project completions Overall percent of Lock Project completed at ASPC-Lewis & ASPC- Yuma Percent of completion of ASPC-Eyman Locks and Fire Suppression project 	<ul style="list-style-type: none"> Continue to secure funding to support ADCRR comprehensive model/multi-year plan for life and safety components, physical plant preventative maintenance, repair, and replacement that optimizes efficient use of resources. Establish, implement and review minimum physical plant security standards for each custody level. Continue "No Dig" fencing statewide project. Continue progress on door lock project at ASPC-Lewis and ASPC- Yuma. Complete ASPC- Eyman security locks and fire suppression project based upon allocated funding.
	<ul style="list-style-type: none"> Pursue American Correctional Association Accreditation (ACA) 	<ul style="list-style-type: none"> Percent of preparation completed for ACA Accreditation 	<ul style="list-style-type: none"> Begin working on ACA Physical Plant Standards to meet ACA life and safety requirements. ACA Accreditation site preparation and policy development.
	<ul style="list-style-type: none"> Increase ACI Return on Investment 	<ul style="list-style-type: none"> # of new or expanded services started by ACI ACI Annual Profitability 	<ul style="list-style-type: none"> Develop options for potential expansion of new and existing ACI Services (Bakery, Uniform Sales, Az HFI vegatative disposal and product development, and ADOT/DPS vehicle modifications).
2	<ul style="list-style-type: none"> Reduce Staffing Vacancy Increase Staff Retention Improve Staff Training, Succession Planning 	<ul style="list-style-type: none"> # of COII vacancies COII regrettable attrition rate # of hours COIII working COII security posts Inmates who completed Carey Guide Intervention requirements % of participants completing Warden/DWOP Onboarding program 	<ul style="list-style-type: none"> Utilize available compensation strategies, ID and mitigate resignation hotspots. Implement Corporal positions to provide additional career path for COII's Hire and retain sufficient COIIs to eliminate security posting of COIIs, and allow them to complete their roles in providing rehabilitation programming. COIII Standard Work convergent case management;Pilot at minimum custody to expand pilot to higher custody units. Continue Warden/DWOP Onboarding program. Enhance leadership development in Sgt/Lt/Capt job classes. Design and create standard work for institutional operational assessments.
3	<ul style="list-style-type: none"> Utilize technology to deliver virtual programming Increase work based education opportunities and career technical education Institutional infrastructure upgrades 	<ul style="list-style-type: none"> # of Inmate Major program and education completions # of Inmate major programs, and education current needs met Total number of major program and educational hours Percent complete of inmate living area improvements 	<ul style="list-style-type: none"> Expand capacity and utilization for programming, education and treatment. Implement non-college based trade certification programs. Increase capacity through remote learning programs. Complete identified inmate living area building renewal projects
4	<ul style="list-style-type: none"> Utilize data to effectively manage performance measures in <i>Parsons v Shinn</i> litigation Continue NCCHC accreditation 	<ul style="list-style-type: none"> Stipulation agreement compliance rate Reduce the number of single medical transports Percent of compliance of Vendor Performance Reports (VPRs) 	<ul style="list-style-type: none"> Sustain excellent inmate health care provision, using data to manage performance with a bifurcated management approach from ADCRR Medical services and ADCRR procurement to increase contractual obligations, enforcement, and health care monitoring. Ensuring vendor compliance with staffing requirements. Establish and implement partnership problem solving council with ADCRR and vendor.
5	<ul style="list-style-type: none"> Improve pre-release program handoffs between inmates and Community Corrections Increase Programs such as Substance Abuse Treatment, Medication Assisted Treatment (MAT), Therapeutic Behavioral Community Triple P Parenting Program 	<ul style="list-style-type: none"> Total number of absconder warrants issued Inmate substance abuse current needs met # of inmates graduating from the contracted substance abuse treatment programs Total number of Triple P program completions 	<ul style="list-style-type: none"> Refine and expand Community Corrections Reach-In program, to enhance transition to community supervision. Establish and implement Community Corrections Reentry Council to identify additional reentry strategies reducing recidivism. Increase Substance Abuse Treatment through contracted services with budget approved expansion targeting rural areas. Pursue certification with DHS to allow for ADCRR employees to deliver DUI services. Utilize inmate peer facilitators to deliver Triple P Parenting program.
	<ul style="list-style-type: none"> ADCRR/ DFFM partnership for the AZ Healthy Forest Initiative 	<ul style="list-style-type: none"> # of inmates participating in AZ HFI Program # of acres treated (Shared with DFFM) 	<ul style="list-style-type: none"> Establish inmate forestry crews at facilities to support AZHFI. Deploy work skill development for inmate supporting job opportunities within the fire prevention industry.
6	<ul style="list-style-type: none"> Enhance communication with external stakeholders Revitalize community partnerships Enhance awareness of Agency Operations and Programs 	<ul style="list-style-type: none"> Number of stakeholder contacts 	<ul style="list-style-type: none"> Reorient and restructure Constituent Services to expand community betterment with customer service. Identify and utilize trends to resolve underlying and recurring problems as effectively as possible. Establish Speakers Bureau at complexes to increase local city/county council and other government consortium interactions.